



## The Effect of Work Environment and Work Motivation on Employee Performance

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### Abstract

This study aims to determine how much influence the work environment and work motivation have on Employee Performance at the Head Office of Central City of Gorontalo. The sampling method used in this research is a random sampling method or randomly. The primary data collection is through a list of tested statements through validity and reliability tests. The analytical method used is the path analysis method. The first test results show that work environment variables, work motivation partially and simultaneously have a significant positive effect on Employee Performance at the Head Office of Central City of Gorontalo.



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## 1 Introduction

Human resources are an element of the organization and have an important role in organizational activities. Humans as a component of the organization are a determining resource for the achievement of the organization's vision and mission. Therefore, human resources must be managed in such a way as to be efficient and effective in achieving the mission and goals of the organization.

The organization is a system, namely a series and relationships between parts that work together as a whole. Where each component is a subsystem that has a wealth of course for itself. There is a close relationship between employee performance and organizational performance. If the employee's performance is good, likely, the organizational performance is also good. Therefore, the organization must pay attention to the factor of its human resources. An organization in carrying out activities to achieve its goals has several interconnected and influential factors. One of these factors is very important, which is used to drive other factors, namely human resources. Therefore, organizations are required to manage and optimize human resources. According to Marigot (2005: 2), the management of human resources itself is essential in an organization, and other factors such as capital. Every organization will always try to improve its employees' performance, with the hope that what the company's goals will be achieved.

One of the factors that influence the achievement of organizational goals is the performance of employees

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who work at the organization (Mangkunegara, 2007). Version results from a specific planned work process at the time and place of the employee and the organization concerned. Rivai (2011) states that performance is a complete condition of the company during a specific period related to its operational activities in utilizing its resources.

The importance of employee performance in achieving organizational goals is undoubtedly a concern of every organization in supporting employee performance. One of the factors that support the improvement of employee performance is the work environment and employee motivation. As the parent work, the organization must provide a comfortable and conducive work environment that can lure employees to work productively. The provision of a comfortable work environment will be able to provide satisfaction to employees with the work done and give a deep impression to employees who, in the end, will have a good performance. Work motivation is an essential element in an organization's staffing, meaning every employee must own that reason. Employees with the right work motivation will carry out every given job as well as possible and exert all their abilities to complete a job. According to Sedarmayanti (2009), the work environment is the entire tooling tool and material faced, the surrounding environment in which a person works, his work methods, and work arrangements both individually and as a group. Meanwhile, Khoiriyah (2009) defines the work environment as everything around employees and can affect him in carrying out assigned duties.

Work motivation, according to Rivai (2009), the explanation is the driving force in an employee to take specific actions in a positive direction according to their needs and desires. According to Siagian (2002), motivation is a driving force which results in a member of the organization willing and willing to mobilize abilities in the form of expertise and skills, energy, and time to carry out various activities that are their responsibility and fulfill their obligations, to achieve the goals and objectives of the organization predetermined.

Concerning employee performance, the problem in this study is influenced by the work environment and work motivation. The work environment consists of (a) physical work environment, (b) non-physical work environment, and (c) psychological conditions. Then, work motivation consists of (a) intrinsic motivation and (b) extrinsic motivation, but in this study, and the only internal reason is used. The Head Office of Central City of Gorontalo is one of the governments that aims to provide services to the community. Employees as an essential resource in achieving organizational goals. Civil servants in organizations are required to make a positive contribution through good performance, considering that organizational performance depends on employee performance. The performance of employees both individually and in groups is essential for the institution to manage, organize, manage, and use human resources to function productively, effectively, and efficiently.

**Table 1.** Evaluation Meeting of Employee Performance Target Achievement

No	Job Assignment Activities	Target		Realisation		Performance Value
		Kuant Output	Kual quality	Kuant Output	Kual quality	
1	Develop a work program	1	100	1	86	87,33
2	Provision of Services	31	100	31	86	87,33
3	Monitoring	31	100	31	87	87,67
4	Perform control monthly reports	31	100	31	86	87,33
5	Control the distribution of salaries	32	100	32	87	87,67
6	Conduct regular meetings every month	31	100	31	87	87,67
7	Review service complaints	38	100	38	86	87,33
8	Monitoring and evaluation	31	100	31	87	87,67
	Rata-rata					87.5

Table 1 shows that the performance achievements of employees have not been maximized, where the overall performance of employees is only around 87.5 percent and there are 12.5 percent due to the lack of employee performance. The performance of employees has not been maximally strengthened from the results of interviews with the Head of the Central City of Gorontalo City (not willing to be named), saying if we look at the size of employee performance targets, there are still many employees who have low performance, this can be seen from the level of understanding of the duties and functions. as well as the responsibilities of employees at work, such as employees in government sections sometimes doing work in the development section or

working on employee jobs in other sections. Employee innovations such as employees are reluctant to convey positive opinions to the sub-district head and fellow employees, and rarely discuss work problems with colleagues. Work speed where employees in carrying out their duties do not pay attention to and follow existing work methods, employees do not carry out work in accordance with standard operating procedures (SOPs) that apply in the office. Accuracy of employee work in work where employees do not pay attention to the accuracy of their work, such as a document that is mistyped due to the lack of accuracy of the employee. Cooperation between employees also looks bad, such as employees do not respect the opinions of other employees and do not involve themselves if there are joint activities carried out at the District Office.

The low performance of employees at the Central City Sub-district Office is due to the work environment and employee motivation. The work environment in the Office of the Head of the Central City Sub-district is not yet conducive, such as the physical work environment, in this case the workspace is not properly organized, there are still documents that are not archived or stored in the work cupboard. Office cleanliness that is not clean, there are still scattered paper traces. Non-physical work environment, such as employees who are not professional at work where the problems that occur in their families are carried away in the office. Limited authority of employees who have positions. The work relationship between employees is not harmonious. There is no communication among employees so that mistakes often occur in providing services to the community. Furthermore, the psychological environment, such as employees get bored quickly at work and employees quickly feel tired at work.

Work environment that affects employee performance, there is also employee work motivation. For example, internal motivation, where employees are not happy to do their job, do not show interest in exploring work, are less enthusiastic and passionate about achievement, do not feel the importance of work, are not resilient and diligent, and do not have the desire to progress. Then extrinsic motivation, distribution of predetermined salaries, unequal incentives in each section in the office, holiday allowances given to employees, provision of health insurance, and the need for security. The work environment in a company needs to be considered, this is because the work environment has a direct influence on employees. A conducive work environment can improve employee performance and conversely, an inadequate work environment can reduce employee performance. The condition of the work environment is said to be good if humans can carry out activities in an optimal, healthy, safe and comfortable manner. According to Basuki (2005) the work environment is anything in the environment that can directly or indirectly affect a person or group of people in carrying out their activities. The work environment is the whole of the tools and materials faced, the surrounding environment in which a person works, his work methods, and his work arrangements, both individually and as a group (Sedarmayanti, 2009). Wulan (2011) states that broadly speaking, the type of work environment is divided into two, namely the physical work environment and the non-physical work environment. The physical work environment is Coloring, Lighting, Air, Noise, Space, Safety and Cleanliness. The non-physical work environment factors are work structure, work responsibility, leader attention and support, cooperation between groups, and smooth communication.

Maslow's theory of needs hierarchy (Maslow's Need Hierarchy). Abraham Maslow pioneered this theory in Robbins (2006). In this theory, it is argued that internal needs significantly affect human motivation at work. In this theory, Maslow states that human needs are arranged in a hierarchy where the lowest level of needs is physiological needs, and the highest level is self-actualization needs.

Herzberg's theory in Robbins (2006) is referred to as "the theory of motivation and hygiene." Research carried out in developing this theory is linked to the views of employees about their work. The factors that drive the motivational aspects, according to Frederik Herzberg, are a success, recognition, the nature of the work that is one's responsibility, the opportunity for progress and growth. The main hygiene factors are company policy. Working conditions, wages, salaries, relationships with co-workers, personal life, relationships with subordinates, status, and security. Robbins (2006) shows three main motives for humans to work: the need to feel successful, they need to hang out or make friends, and the need to be in power. Even though everyone has this need or motive, the power of influence of this need is not as strong or at different times. However, Mc. Clelland and Atkinson have used their theory to improve the performance of a job by adjusting conditions in such a way as to move people towards achieving the desired results.

Motivation comes from the Latin word *Movere* which means encouragement or driving force. Motivation

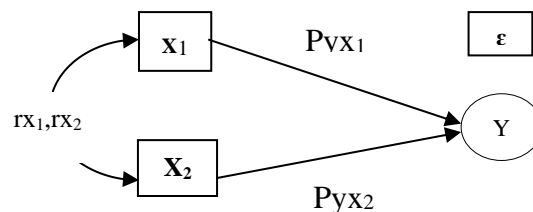
comes from the root word motive which means the urge to human nature to act or move and directly through the channel of behavior leads to goals. According to Rivai, (2011) motivation is the driving force in an employee to take certain actions in a positive direction according to their needs and desires. A person's behavior is influenced and stimulated by his wants, needs, goals and satisfaction. These stimuli can be in the form of material and non-material, which will create "motives and motivations" that encourage people to work (move) to get the needs and satisfaction of work results. Thus, some factors promote a person to act or act. From the above understanding, motivation is an impetus for someone to achieve goals. According to Pandji (2005), motivation is a model to move and direct employees to carry out their respective duties in achieving goals with full awareness, enthusiasm, and responsibility. Every human being does something or does something basically because individual motivations drive it. The explanation is the reasons the impulses present in man, which causes him to do something. Motivation relates to a person's psychological factors that reflect the relationship or interaction between attitudes, needs, and satisfaction that occur in humans. Siagian (2002) motivation is a driving force which results in a member of the organization willing and willing to mobilize abilities in the form of expertise and skills, energy, and time to carry out various activities that are their responsibility and fulfill their obligations to achieve the goals and objectives of the organization that have been predetermined.

Giving motivation is very important because leaders or managers need good cooperation with their subordinates to carry out organizational tasks in achieving the goals set. The importance of inspiring assistants is that they are willing and willing to carry out their duties according to their expertise or skills. Motivation is one of the various factors that go into a person's performance. Equally important are factors such as abilities, resources, and the conditions under which a person works. Motivation is a stepwise thing and requires periodic replacement. Motivational theory and motivational practices are concerned with never-ending processes based on the assumption that motivation can evaporate over time.

Ishak (2018) states that employee performance is a measure that can be used to determine the comparison of the results of the implementation of tasks, the organization gives the responsibilities in a certain period, and relatively can be used to measure work performance or organizational performance. Therefore, every employee in the organization is required to make a positive contribution through good performance, considering that organizational performance depends on its employees' performance.

An organization, both public and private, is always driven by a group of people who play an active role in achieving the organization's goals. Organizational goals will certainly not be achieved if the performance of members or employees is not optimal. According to Pasolong (2007), a version is the result of work in quality and quantity achieved by a person carrying out his function under the responsibilities given to him. Not much different, Siagian (2005) defines performance as a person's overall ability to work in such a way as to achieve work goals optimally and various plans that have been created with sacrifices that are proportionately smaller than the results achieved. Meanwhile, Prawirosentono in Pasolong (2007) tends to use the word performance in referring to the word understanding. According to him, a version is a result that can be achieved by a person or group of people in an organization, under their respective responsibilities to achieve the goals of the organization concerned legally, does not violate the law, and is under morals or ethics.

Employee performance is an assessment of a person's work results in an organization according to their duties and responsibilities to achieve organizational goals. This research refers to Daniel Surjosuseno (2015) study with the research title The Effect of Work Environment and Work Motivation on Employee Performance with the research results showing that the work environment influences employee performance, but work motivation does not influence employee performance.



**Figure 1.** Research Framework

**H1:** Work environment (X1) and work motivation (X2) simultaneously significantly affect employee performance at the Head Office of Central City of Gorontalo.

**H2:** Work motivation (X2) partially affects employee performance at the Head Office of Central City of Gorontalo..

## 2 Research Method

The research method used is quantitative. According to Sugiyono (2010), quantitative research methods can be interpreted as research based on the philosophy of positivism, used to examine specific populations or samples, research methods in the form of numbers, and analysis using statistics. The approach taken in this study uses survey research, where survey research is used to explain causal relationships and hypothesis testing. This study took a sample of the head office employees of the central city of Gorontalo and used a questionnaire as a primary or primary data collection tool. Based on the research background and frame of mind, as described in the previous chapter, this research object is the sub-district employees of the city center of Gorontalo. This research aims to measure the extent of the work environment's influence and work motivation on employee performance, with the path analysis method or path analysis.

## 3 Result and Discussion

### Result

This study uses a quantitative research method that describes and explains the influence of the work environment and work motivation on employee performance in the Gorontalo City Central City subdistrict head office, with 33 respondents at the head office of the central city of Gorontalo and using total sampling techniques (Sugiyono, 2010). The data will be analyzed through the data will be analyzed using the Path Analysis method. (Nirwana in Ucon Arif, (2005: 26) with the following steps: Creating a structural equation, creating a correlation matrix, calculating the correlation matrix between exogenous variables, calculating the inverse matrix R<sup>-1</sup>, calculating the path coefficient, with the help of SSS V20.

Meanwhile, the magnitude of the causal relationship between X1 and X2 against Y can be made through the structural equation as follows:

$$Y = 0,651X1 + 0,369X2 + 0,351\varepsilon$$

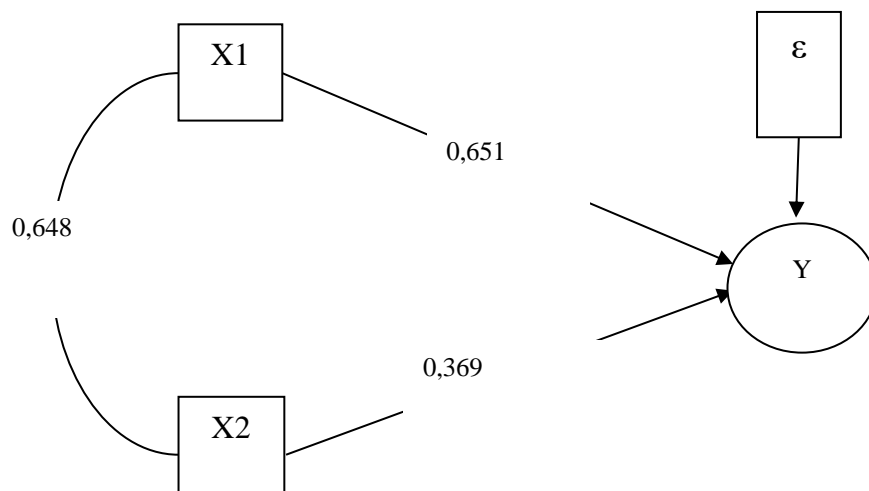


Table 2 shows five instruments or question items invalid because this decision was taken because of the correlation coefficient  $r$  calculated for all items  $< r$  table (0.344). All invalid question items were modified by removing invalid question items and re-testing. after that, proceed with reliability testing. Each variable is stated to be relevant based on the data above, with each negligible coefficient of x1: 0.677, x2: 0.812, and Y of 0.703. This decision was taken because all the negligence coefficient numbers were more significant than 0.6.

**Table 2.** Validity test and reliability test

Variable	Item	Validity test			Reliability Test
		r <sub>Hitung</sub>	r <sub>table</sub>	Description	Alpha Coefficient
Work environment X1	1	0,630	0,344	Valid	0,677 > 0,6 (reliable)
	2	0,608	0,344	Valid	
	3	0,499	0,344	Valid	
	4	0,447	0,344	Valid	
	5	0,326	0,344	Invalid	
	6	0,549	0,344	Valid	
	7	0,305	0,344	Invalid	
	8	0,411	0,344	Valid	
Work environment X2	1	0,609	0,344	Valid	0,812 > 0,6 (reliable)
	2	0,228	0,344	Invalid	
	3	0,466	0,344	Valid	
	4	0,566	0,344	Valid	
	5	0,220	0,344	Invalid	
	6	0,248	0,344	Invalid	
	7	0,758	0,344	Valid	
	8	0,710	0,344	Valid	
	9	0,765	0,344	Valid	
	10	0,632	0,344	Valid	
	11	0,740	0,344	Valid	
Performance Y	1	0,667	0,344	Valid	0,703 > 0,6 (reliable)
	2	0,365	0,344	Valid	
	3	0,664	0,344	Valid	
	4	0,702	0,344	Valid	
	5	0,517	0,344	Valid	

**Table 3.** Path coefficients

Variable	Path Coefficient	Kontribusi		Joint Contribution (R <sup>2</sup> =y <sub>1</sub> x <sub>2</sub> )
		Direct	Total	
X1	0,651	0,651	65,1%	-
X2	0,369	0,369	36,9%	-
ε	0,351	0,351	35,1%	-
X1,X2	-	-	-	0,649/ 64,9%

Source: Data processed (2020)

Work Environment and Work Motivation Simultaneously Have a Positive and Significant Influence on Employee Performance (Y) The Fount test results show the results of 4.962 while the Ftable is 3,300 with a significant level of 0.014. Based on the F test, it shows that Fcount > Ftable (4,962 > 3,300) and a significant level of 0.014 < α = 0.05. This means that at the 95% confidence level, statistically, the variable work environment behavior (X1) and work motivation (X2) simultaneously (together) have a positive and significant effect on employee performance. Because of the sig value < 0.05, it is evident that the environment and work motivation simultaneously significantly affect employee performance.

Work Environment (X1) Partially Has a Positive and Significant Effect on Employee Performance (Y), the data is obtained that task-oriented behavior has a sig value of 0.004 when compared with the probability value of 0.05; it turns out that the probability value of 0.05 is more significant with the probability value of sig or (0.05 > 0.004) then Ho is rejected, which means it is significant. So it is proven that the work environment (X1)

has a significant effect on employee performance (Y).

Work Motivation (X2) Partially Has a Positive and Significant Effect on Employee Performance (Y), it is found that relationship-oriented behavior has a sig value of 0.016, then compared with the probability value of 0.05, it turns out that the probability value of 0.05 is more significant with the probability value of sig. or (0.05 > 0.016) then  $H_0$  is rejected, which means it is significant. So it is proven that work motivation (X2) has a significant effect on employee performance (Y).

## Discussion

The research findings that can be stated are that there is a positive and significant direct influence simultaneously between work environment variables and work motivation on employee performance variables (Y). The results of the structural equation test show that the two variables simultaneously play a role in explaining the meaning of influence on employee performance. This shows that the environment and work motivation can improve the performance of employees at the Head Office of Central City of Gorontalo. The work environment of the Gorontalo City Central City Sub-district Office is very important for the leadership to pay attention to. Although the work environment does not carry out the service process to the community, the work environment has a direct influence on the employees who carry out the service process. A comfortable work environment for employees can improve performance. On the other hand, an inadequate work environment can reduce employee performance.

According to Sedarmayanti (2009), every organization's work environment makes people work comfortably and calmly. The surrounding environment where someone works encourage someone; therefore, the right work environment will improve their work. Furthermore, providing better work motivation can encourage employees to be more active at work. With high performance, service to the community will be better too. Besides, providing opportunities for each employee to develop, fulfilling their needs based on individual abilities and competencies is an essential part of efforts to fulfill employees' needs, especially in efforts to foster employee work motivation towards higher performance, because with the fulfillment of requirements. Under employees' expectations, especially financial rewards in salaries and bonuses for their work performance, they enabled employees to concentrate on their work fully. According to Siagian (2002), motivation is a driving force that results in a member of the organization willing and willing to mobilize abilities in the form of expertise and skills, energy, and time to carry out various activities that are their responsibility and fulfill their obligations, to achieve the goals and objectives of the organization predetermined.

Partially the data shows that there is a positive and significant influence on work environment variables on employee performance. This indicates that the better the work environment will impact increasing the performance of each employee. Besides, this influence has a high effect on employee performance compared to work motivation variables. The work environment becomes a facility for the Gorontalo City Central City Sub-district Office employees in carrying out an activity to create arrangements following organizational expectations; on the other hand, an inadequate work environment can reduce employee performance. The work environment of the employees of Central City of Gorontalo. needs to be considered. This is because the work environment has a direct influence on employees. A conducive work environment can improve employee performance, and conversely, an inadequate work environment can reduce employee performance. The working environment conditions are right if humans can carry out activities in an optimal, healthy, safe, and comfortable manner. The working environment of the Gorontalo City Central City Sub-District Head Office has a considerable influence compared to work motivation variables. And this is because the work environment at the Head Office of Central City of Gorontalo. is indeed very conducive. After all, the office is equipped with facilities such as air conditioning and good room management. Then, there is a Green Open Space (RTH) in front of the office, making employees comfortable at work. The fresh and cool atmosphere supports employees in working harder, so that employee performance will increase.

This study's results are also supported by Khoiriyah (2009), which states that the work environment is everything that is around workers and can affect them in carrying out their assigned tasks. The consequences of the work environment can be seen in the long term. An unfavorable work environment can require more staff and time and does not support an efficient work system. Similarly, research conducted by Winda Wunga et al. (2015) stated that the conditions and implementation of the work environment had a significant effect on

employee performance. A right work environment encourages employees to work better.

In testing the third hypothesis, it shows a positive and significant influence of work motivation on employee performance. This indicates that better work motivation will have an impact on increasing the performance of each employee. To improve the professional capacity of the Government apparatus of the Gorontalo City Central City Sub-district Office, one of the policy directions taken is to optimize the ability of government officials and make various efforts to improve the function of the apparatus as public servants. Increasing the device's capacity includes increasing bureaucratic professionalism, dedication, motivation, discipline, and a mental attitude that is free from corruption, collusion, and nepotism. The influence of employee work motivation at the Head Office of Central City of Gorontalo. is smaller than the work environment variables. This is because employees are pleased with their work and passionate about doing work in their fields. In terms of extrinsic motivation, it has been regulated in the employment law. Employees already know these things, so that this makes employees work following their primary duties and functions.

The results of this study are in line with those stated by Siagian (2002), which says that work motivation becomes a driving force which results in a member of the organization willing and willing to mobilize abilities in the form of expertise and skills, energy and time to carry out various activities that are their responsibility and fulfill its obligations, to achieve the goals and objectives of the organization that have been predetermined.

Gardjito's research (2014) states that work motivation significantly affects the performance of PTKarman Mitra Andalan Surabaya. Motivated employees will work well so that it has an impact on employee performance.

#### 4 Conclusions

This study indicates that the environment and work motivation simultaneously have a positive and significant effect on employee performance at the Head Office of Central City of Gorontalo.. Partially, the two work motivation environment variables have a positive and significant impact on employee performance. The sub-district government of the city of Gorontalo must improve employee performance by paying attention to employee work motivation to be more active in doing work. Because the research results show that work motivation has a smaller effect when compared to work environment variables.

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